

IMPLEMENTATION STRATEGY _____ CHAPTER 12

■ Introduction

The previous chapters provide a basic inventory and an assessment of needs related to the key elements of Columbia County's Growth Management Plan: economic development, natural resources, historic resources, transportation, community facilities, housing and land use. However, without a strategy for implementation, the Plan's goals and policies will not be realized. This chapter merges and coordinates a statement of goals and strategies arising from the key plan elements into an overall implementation strategy to direct the Plan over the next 20-years. Complementing this long-term implementation strategy is the Five-Year Short Term Work Program. The Short Term Work Program sets out specific actions and time frames for the next five years to implement the Plan—who is supposed to do what, when, and where is the money coming from.

Lastly, this chapter sets out provisions for annual review, amendment and updating of the Plan as time goes by and changes occur, whether or not anticipated in the forecasts of future development or in the County's vision for the future.

■ Goals and Strategies

The following goals reflect the assessment of existing conditions and desired future results discussed in the various chapters of this Plan, coupled with the advice and guidance generated through the intensive public participation program.

☐ ***Growth Management Goal ... Maintain planning mechanisms that enhance the decision-making process***

To address this goal, the County needs to...

- Expand communications and coordination between County departments, particularly with regard to development review procedures and re-zoning applications.
- Ensure that future land use and development decisions are consistent with long range planning goals and policies and that such decisions promote social and economic well-being.
- Increase citizen involvement in the planning and development process.

Strategies that will address these needs include...

- Review previously approved zoning approvals during the annual update process.

- Strengthen existing site plan standards and review procedures for residential, commercial and industrial development in order to reflect goals and objectives of this plan.
- Explore Increased methods of communication with citizens and ensure that existing property owners in proposed nodal development areas have significant representation in the planning process.

□ ***Housing Goal ... Capture the major market share of executive housing while providing opportunities for first-time home buyers and quality rental accommodations.***

To address this goal, the County needs to...

- Develop strategies to preserve the identity and quality of life in established neighborhoods.
- Protect residential areas from encroachment by incompatible uses or adverse environmental conditions.
- Promote and encourage residential densities and designs that ensure varied living areas and housing types and an integration of uses.
- Provide for ways to integrate multi-family and affordable housing into the community fabric in ways that are compatible and complementary with single-family development.
- Design quality and long-term value into residential development through site design as a means of maintaining high standards, quality image and property values.
- Address the housing needs of an aging population.

Strategies that will address these needs include...

- Protect existing subdivisions through site plan requirements that ensure that new development is consistent and compatible with established development.
- Ensure that commercial development does not interfere with residential lifestyle. Attention should be given to traffic circulation, lighting and signage.
- Encourage large land holdings to plan for multiple land uses. Enhance the urban character of the planned development nodes with the provision of open space and public squares within developments, landscaped medians and protection of trees in master planned developments, with and an emphasis on Traditional Neighborhood Development in appropriate locations.
- Encourage development of additional multi-family housing in designated areas that are compatible and complementary with single-family development. Encourage multi-family housing in mixed-use Town Center areas and Planned Unit Developments, avoiding large-scale apartment complexes in the future. Require all multi-family developments to provide open space, recreational amenities, buffering, and enhanced landscaping.
- Develop enhanced design and site development standards for all types of development within the County; including enhanced landscaping and buffering, screening, site place-

ment and sidewalks. Apply the GMP concepts and Nodal Development Design Guidelines rigorously to new development projects within nodes.

- Encourage more site-built housing and less manufactured housing. Increase and enforce design standards, such as roof pitch, masonry foundations, landscaping.
- Require paved roads in all new subdivisions.
- Promote interconnectivity within subdivisions, and require multiple entrances and exits.

□ ***Economic Development Goal ... Diversify, strengthen and sustain the economic base of Columbia County.***

To address this goal, the County needs to...

- Promote economic development through the County's Economic Development "Team" Concept.
- Target and promote clean, high tech, quality industry development that strengthens the economic base of the community and minimizes air, water and noise pollution.
- Create opportunities for tourism.
- Identify and reserve areas where various types of commercial projects should locate. Large scale retail, office parks, small office, neighborhood retail should be encouraged and integrated into appropriate locations where they can be serviced by existing or planned infrastructure.
- Ensure compatibility between commercial and residential development.
- Attract highly skilled and professional-level employment to corporate and industrial development areas of the County.
- Respond to the movement in corporate America toward telecommuting, and to the growing demand for live-work arrangements for home-based offices and stores.

Strategies that will address these needs include...

- Strengthen coordination and partnership opportunities with adjacent counties. Continue to actively participate in Chamber functions.
- Continue to encourage high tech/clean industry and heavy commercial along the I-20 corridor. Provide adequate infrastructure and enhanced transportation systems in order to prevent truck traffic in residential areas.
- Working through the Chamber, continue to promote Columbia County as a tourist destination. Continue to support the development of hotels and motels in appropriate locations.
- Consider long-range enhancement of the Clarks Hill Lake and Wildwood Park to accommodate a lodge and/or retreat center.
- Encourage ground-floor office and retail businesses in residential mixed-use developments in appropriate locations.

- Incorporate neighborhood-serving retail and personal services uses into Neighborhood and Town Center areas where convenience and accessibility to residents is paramount.
- Require commercial areas to provide internal circulation systems and compatible design and buffer standards (i.e., commercial cluster district guidelines).
- Continue to encourage state-funded, quality vocational (including high school) training to increase the skilled labor force trained in cutting-edge employment opportunities.
- Examine more flexible ways to enhance the county's existing home occupation regulations, and other methods to accommodate home-based offices without destroying the residential nature of neighborhoods.

☐ ***Historic Resources Goal ...Protect the unique and historic resources in the County***

To address this goal, the County needs to...

- Encourage preservation of historic structures and tree-lined street canopies.
- Inventory and develop a protection plan for the unique cultural and historic resources of the County.

Strategies that will address these needs include...

- Identify opportunities for adaptive re-use of historic resources.
- Consider Applying for designation as a historic district.
- Increase coordination with the Columbia County Historical Society.

☐ ***Natural Resources Goal ... Protect and nurture the natural and cultural environment of the County.***

To address this goal, the County needs to...

- Protect and enhance Clarks Hill Lake as a regional amenity.
- Restrict development in areas of sensitive soils.
- Control storm water, soil erosion and sedimentation through land development regulations.
- Protect and preserve water, air and soil resources from contamination and from point and non-point pollution, through increased monitoring and regulation.
- Protect, preserve and regulate flood prone and wetland areas from unsuitable development. Promote recreation or other such uses into these areas.

- Protect scenic corridors that contribute to the County's unique character and aesthetically pleasing image.
- Protect and enhance the natural vegetation in the County.

Strategies that will address these needs include...

- Develop public/private partnerships to develop additional community oriented facilities around Clarks Hill Lake, and to increase public access, both operational and physically that will not negatively impact surrounding residential and the natural environment.
- Create an additional zoning district that would increase minimum acreage to 5 acres in areas designated by the Health Department as having particularly poor soils and lacking sanitary sewer service.
- Establish development standards for stormwater management in drainage corridors. Continue to implement projects as outlined by the stormwater utility plan. The stormwater plan should include retention facilities for sedimentation and filtration and filtration fields for removal of soluble contaminants picked up from streets, roofs, parking lots, construction projects, etc.
- Adopt DNR's Part 5 regulations to protect groundwater, streams and the Savannah River from contamination.
- Develop a system of greenways to interconnect recreation, living and working areas throughout the County that includes scenic corridors and sensitive natural resources, such as the wetland areas of Kiokee and Euchee Creek basins.
- Consider additional financing mechanisms to increase open space within the County.
- Increase public access, while at the same time ensuring protection of fragile natural areas of Heggies Rock.
- Protect Grosse Place Road as a scenic byway.
- Establish usable open space, enhanced landscaping, buffering, tree protection, and pedestrian/bike connectivity requirements as part of the land development process.
- Revise and enhance the County's current landscaping and tree conservation regulations in order to limit unnecessary clear cutting and tree removal during the land development process.

- ***Transportation Goal ... Provide a transportation system that continues to keep pace with growth and integrates various modes of travel (automobile, bus, bicycle and pedestrian) in order to allow mobility options.***

To address this goal, the County needs to...

- Develop a comprehensive transportation system compatible with existing and future land use patterns that provides safe, convenient and energy efficient service for County residents.
- Develop a functional road classification system that provides guidelines for future right-of-way requirements and land use decisions. This functional plan should include, number of lanes, uses and capacities.
- Coordinate transportation facilities and services to coincide with development plans and demands. Ensure that roadway improvements are completed prior to or concurrently with development.
- Provide increased mobility for pedestrians and bicyclists.
- Develop better access to the Savannah River for pedestrians and cyclists.

Strategies that will address these needs include...

- Formulate an engineered Comprehensive Transportation Plan that incorporates various transportation modes.
- Pursue stable sources of transportation funding: to plan and design new projects emphasizing intermodal connectivity, implement operational and safety programs; and maximize joint funding opportunities with the Georgia Department of Transportation.
- Plan and program transportation improvement projects to coincide with planned development nodes.
- Find different ways to construct new connector and access roads within proposed town centers and commercial nodes to protect mobility of arterial street systems.
- Increase transportation safety by establishing land use design standards, limiting access and strip commercial development along arterial roadways, and by discouraging single lot access, multiple curb cuts, etc.
- Improve coordination between transportation planning and commercial development at key intersections.
- Require pedestrian and/or bikeway access alongside major thoroughfares, designated corridors and on at least one side of the street within higher density subdivisions (attached units and 7,500 sq. ft. lots or smaller), townhouse and multi-family developments. Encourage pedestrian access in all other developments.
- Ensure that the bikeway and pedestrian systems are designed to provide alternative access to retail centers within the county. Require development designs to encourage pedestrian activity that reduces on-site vehicular dependence.
- Provide for bike paths and greenways within the more built-up and urban areas of the County.
- Require new development to connect to the County's greenway/pedestrian/bicycle system.

□ ***Community Facilities and Services Goal ... Provide the best possible public facilities and services for the citizens and businesses within the County***

To address this goal, the County needs to...

- Locate facilities according to need, population density, accessibility and compatibility with adjacent land uses and the Growth Management Plan.
- Allocate resources and place a high priority for public facility and service investment within planned development nodes.
- Develop a connected greenway along creek basins with public access points to the Clarks Hill Lake and Savannah River. Require public access as a condition of development.
- Address the needs of an aging population.
- Encourage expansion of water and sewer only in planned nodal development areas in order to discourage urban sprawl into rural areas. Strongly encourage development in village-like settings offering a range of housing types, land uses, and amenities in order to capitalize on existing and planned public facilities.
- Continue to supplement existing capital facilities in the urbanized areas to accommodate continuing growth.
- Make the Greenway Plan an integral part of the County's land use plan.
- Evaluate options for expansion of the Baker Place landfill.

Strategies that will address these needs include...

- Provide an overall financial plan to fund needed capital improvements and continued maintenance. Program capital facilities to coincide with development node plan. Program adequate operation and maintenance costs prior to expansion of all community facilities and services.
- Develop a capital improvement plan and program tied to the County's Growth Management Plan, or, at a minimum, review and update the Short Term Work Program annually in conjunction with the budgeting process.
- Develop public/private partnerships to maintain small neighborhood greenspaces.
- Require linking of development, both residential and commercial, by the use of bike-ways and pedestrian paths and require a reasonable portion of each residential development to be set aside for or have access to neighborhood-level recreation areas.
- Develop a clear coordination process between the County and the Board of Education in order to maximize opportunities in the selection of future school sites and the expansion of existing sites.
- Encourage early land reservation by the County and the Board of Education to minimize future land costs and obtain the best sites.

- Enable and encourage Conservation Neighborhoods that would allow reduced lot sizes in order to protect valuable open space assets and environmentally fragile areas, such as floodplains and wetlands.
- Provide small-scale neighborhood parks in established areas where green space is at a premium, and as part of development nodal requirements.

□ ***Land Use Goal ... Establish a Long-Range Plan for directing and accommodating future development in Columbia County.***

To address this goal, the County needs to...

- Identify preferred locations and timing for development of non-residential and residential uses through a hierarchical nodal development plan.
- Promote integrated and appropriate pedestrian-friendly mixed-use type development nodes.
- Establish strategies to guide development between nodes and along major roads in order to control urban sprawl.
- Develop additional development requirements that assure an aesthetically pleasing environment, and compatibility between uses in both commercial and residential land uses.

Strategies that will address these needs include...

- Create an identity for each node through urban design. Enhance the urban character of the planned development nodes by establishing guidelines for types of nodes that include architecture and community design standards; the provision of open space and public squares within developments, landscaped medians and protection of trees in master planned developments, with an emphasis on Traditional Neighborhood Development in appropriate locations.
- Develop a recommended “timing” plan with measurable milestones for nodal development, and the appropriate infrastructure to accomplish plan goals.
- Implement a land use plan and zoning map that articulates a physical policy for nodes that support an appropriate mix of uses and create a sense of “community.”
- Focus major new development activities in the county’s established nodes, consistent with Growth Management Plan Guidelines. Through zoning and capital facilities planning, restrict uses between zones to agricultural, low-density residential or open space. Program capital facilities to development node timing.
- Enforce development requirements and design additional regulations that assure an aesthetically pleasing environment, including signage controls, landscaping, and tree protection and creating a pedestrian friendly environment.
- Add the requirement for a site plan (or “sketch” plan) for all applications during the rezoning process.

■ Short Term Work Program

The Short Term Work Program (or STWP) is attached at the end of this chapter. The STWP presents a schedule of specific actions that the County intends to take during each of the coming five years to address its needs and to implement its strategies for Columbia County. The STWP includes the following:

- A description of initiatives and programs to be put in place over each of the next five years, including cost estimates and alternative funding sources where applicable.
- A description of major capital improvements or infrastructure expansions proposed by the County over each of the next five years, including cost estimates and alternative funding sources where applicable.
- A description of administrative systems, regulatory measures or land development regulations to be adopted or amended over each of the next five years.

■ Plan Amendments and Updates

To be a useful and influential tool in guiding growth and development in the future, and in ultimately realizing Columbia County's vision for the future, the Plan must be kept current. Over time, changes will occur in the county that may not have been anticipated and over which the County may have no control—changing lifestyles, national or regional economic shifts, the impact of telecommuting or internet access on working and shopping patterns, etc. Annually monitoring these shifts against progress in Plan implementation may lead to the need for amendments to the Plan. In addition, the State has certain requirements for amendments and updates that must be followed. All of these issues are addressed below.

Annual Plan Review

The annual review is to be accomplished in coordination with the annual budgeting process. At a minimum, the annual review will consider:

- Apparent changes in the pace of growth, in terms of housing units built and land absorbed by nonresidential development.
- Land development approvals over the past year in light of realization of the Comprehensive Plan Design Guidelines (as applicable).
- Zoning approvals over the past year in relation to the Future Land Use Map.
- Planned Short Term Work Program activities compared to actual accomplishments.

Updates to the Short Term Work Program

The STWP will be updated annually, reflecting the results of the Annual Plan Review. The STWP will be extended one year into the future in order to maintain a full five years of future activity, and any changes appropriate to the other years will be included. No later than 30 days after the end of the year just completed, the updated STWP will be forwarded to the Central Savannah River Area UDC for their files.

Minor Plan Amendments

As a result of the Annual Plan Review, amendments to the Plan may be appropriate. If the needed changes are strictly local and not considered to have an effect on another local government, the changes may be adopted as a minor amendment to the Plan at any time during the year by County Commission action. At the end of each year, along with the annual update to the STWP, a summary of all minor amendments is to be sent to the Central Savannah River Area UDC with a statement that the individual and cumulative effects of the minor amendments do not significantly alter the basic tenets of the approved Plan.

Major Plan Amendments

If, as a result of the Annual Plan Review, conditions or policies on which the Plan is based have changed significantly so as to alter the basic tenets of the Plan, the County will initiate a major Plan amendment. The public will be involved in preparation of the Plan amendment to the extent warranted by the degree of change that has occurred. Following State procedural guidelines, a public hearing will be held to inform the public of the County's intent to amend the Plan, and to seek public participation. The major Plan amendment will be submitted to Richmond County and near-by cities for review in accordance with our agreement under HB 489, and to the Central Savannah River Area UDC for review under the State's requirements, prior to adoption.

Fifth-Year Review and Tenth-Year Plan Update

In accordance with State requirements, the Comprehensive Plan will be given a full update, at a minimum, in ten years (2010). After five years, however, in 2005, the County will determine if the Comprehensive Plan needs a major update based on the degree of change in the county that has occurred by that time. If major changes have taken place that have not been incorporated into the Plan through past amendments, a complete update will be initiated following State procedural guidelines (which are the same as for adoption of a new Plan).

**SHORT TERM WORK PROGRAM
2001-2005**

SHORT TERM WORK PROGRAM—2001-2005

Columbia County

Project	Year of Implementation					Responsibility	Estimated Cost	Funding Source
	2001	2002	2003	2004	2005			
GROWTH MANAGEMENT								
Research zoning approvals that are over 5 years old for GPM compatibility. Review properties during the annual review process.	■	■	■	■	■	County Commission	Staff time	County
Continue the annual review and STWP update process for the Growth Management Plan	■	■	■	■	■	County Commission	Staff time	County
Continue to assess personnel needs for managing the County's development	■	■	■	■	■	Planning & Development Services	Staff time	County
Develop a Unified Development Code, (UDC) incorporating zoning, subdivision and site design standards that integrate the principals of this GMP.	■	■				Consultant	55,000	County
Investigate additional cost recovery systems for off setting the impacts of new development on the County's infrastructure such as roads, schools, libraries, parks, water and sewer.			■			Consultant	25,000	County
Amend the Zoning Ordinance to incorporate the requirement for a sketch plan at rezoning	■					Consultant	"see UDC"	County
Investigate additional ways to use the County web page to facilitate increased communication, such as including monthly zoning agendas.	■					Planning & Development Services	3,000	County
HOUSING								
Revise subdivision regulations to increase interconnectivity within subdivisions, such as paved roads, connectivity between subdivisions and multiple entrances.	■					Consultant	10,000	County

Project	Year of Implementation					Responsibility	Estimated Cost	Funding Source
	2001	2002	2003	2004	2005			
In conjunction with the UDC, address use transition and compatibility issues between land uses.	■	■				Consultant	See "UDC"	County
Revise PUD standards to incorporate the multi-family development requirement and additional design standards (UDC).	■	■				Consultant	See "UDC"	County
Review existing and create additional site and design guidelines for multi-family development and manufactured housing in order to meet the objectives of the GMP.	■					Consultant	See "UDC"	County
ECONOMIC DEVELOPMENT								
Continue to install public improvements such as water, sewer and roads that are consistent with the GMP and enhance industrial development.	■	■	■	■	■	County/ Development Authority	2,500,000	SPLOST Tier I & II
Continue to fund efforts to recruit high quality, clean industry	■	■	■	■	■	Dev. Auth., Chamber	2,500,000	Private, County
Develop formal "transition" guidelines for development of commercial property in close proximity to residential development (UDC)	■	■				Consultant	See "UDC"	County
Establish a program for coordinating site planning of adjacent properties within commercial nodes.	■					Engineering Department	Staff Time	County
Initiate discussions on a downtown Martinez improvement district for landscaping, circulation improvements, etc.	■					Merchants	Staff Time	County
Implement the Evans Town Center Plan	■	■	■	■	■	County	See CF	County Other
Fund needed public improvements to encourage commercial development consistent with the GMP, such as hotel and motel facilities.	■	■	■	■	■	County Commission	See CF	County
Continue to enforce signage issues throughout the commercial roadway corridors.	■	■	■	■	■	Planning & Development Services	Staff Time	County
HISTORIC RESOURCES								
Create design guidelines for the Applying Town Center	■					Consultant	35,000	County

Project	Year of Implementation					Responsibility	Estimated Cost	Funding Source
	2001	2002	2003	2004	2005			
Update inventory of historic resources	■					Consultant	10,000	County
NATURAL RESOURCES								
Develop additional guidelines for development along the lake and river shorelines to increase public access and protect environmentally sensitive areas	■	■				Consultant	See "UDC"	County
Establish a large lot district for areas with sensitive soils and no sanitary sewer.	■	■				Consultant	See "UDC"	County
Adopt DNR's Part 5 Regulations	■					Planning & Development	Staff Time	County
Governor's Greenway Program and protection of environmentally sensitive lands as open space	■	■	■	■	■	Parks & Recreation	1,300,000	State, SPLOST Tier I & II
Establish a scenic corridor within the context of a greenway plan linking Wildwood Park and Mistletoe State Park (see Greenway Plan)			■	■	■	Parks & Recreation	Part of Greenway Plan	County, State
Study possible ways to increase access to Heggies Rock				■		Conservancy, County	Staff Time	County
Designate Gross Place Road as a scenic byway		■				Planning & Development	Staff Time	County
Revise the Landscape and Tree Conservation Ordinances of the Zoning Ordinance	■					Consultant	10,000	County
Canal Headgates Improvements (part of Augusta Canal Heritage Area Headgates Masterplan)	■	■	■	■	■	County	1,000,000	SPLOST Tier I & II, Federal
Establish requirements for open space and enhanced landscaping as part of the UDC update.	■					Consultant	See "UDC"	County
TRANSPORTATION								
Develop a Comprehensive Transportation Plan and functional road classification system.			■	■		Engineering	120,000	County
Establish additional transportation safety and design standards as part of the UDC	■	■				Consultant	See "UDC"	County
Revise development regulations and design standards to reflect GMP goals for bike/pedestrian access	■	■				Consultant	See "UDC"	County

Project	Year of Implementation					Responsibility	Estimated Cost	Funding Source
	2001	2002	2003	2004	2005			
Resurfacing projects	■	■	■	■	■	Engineering	2,000,000	SPLOST Tier I
Dirt Road Paving	■	■	■	■	■	Engineering	4,000,000	SPLOST Tier I
Widen Washington Road from 2 to 4 lanes from Halali Farm Rd. to Pollards Corner with a 40 foot median	■	■	■	■	■	GA DOT	21,302,000	State
Add a raised median on Washington Road from Flowing Wells Road to Halali Farm Road			■			GA DOT	5,500,000	State
Construct a multi-use path along Evans to Locks Road from Government Center to Savannah Rapids Pavilion	■					Engineering	1,215,000	Fed, State, County
Undertake feasibility study for a transit system for the County				■		Consultant	45,000	Fed, State, County
Widen Fury's Ferry Road from 2 to 4 lanes from Riverwatch Pkwy to Evans to Locks Road.	■	■				GA DOT	7,300,000	State
Widen and extend Old Petersburg Road & Old Evans Road from 2 to 4 lanes and 0 to 4 lanes from Riverwatch Pkwy to Washington Road		■	■	■	■	GA DOT	34,089,000	Fed, State
Widen Flowing Wells Road from 2 to 4 lanes from Wheeler Road to Washington Road				■	■	GA DOT	7,000,000	State
Widen North Belair Road at the CSX railroad tracks				■		GA DOT	4,600,000	Fed., State
North Belair Road-Industrial Park Drive Extension and widening from 2 to 4 lanes Washington Road to Furys Ferry Road				■		GA DOT	4,600,000	Fed., State
Preliminary design to widen Columbia Road from Glenora Drive to west of Crawford Creek	■					GA DOT	425,000	Fed., State
Acquire right-of-way to widen Davis Road from Washington Road to Richmond County		■	■	■	■	GA DOT	3,600,000	County, Fed, State
ROW acquisition to widen Gordon Highway from Old Louisville Rd. to Robinson Ave.				■		GA DOT	1,548,000	County
Construct bridge over CSX RR on Parham Rd. in Grovetown				■		GA DOT	725,000	Fed., State

Project	Year of Implementation					Responsibility	Estimated Cost	Funding Source
	2001	2002	2003	2004	2005			
Conduct Evans Town Center traffic and land use study		■				Engineering Planning & Development	50,000	State, County, Other
Operational and Safety Intersection Improvement Program	■	■	■	■	■	Engineering	500,000	County
Implement operational and safety projects on road system	■	■	■	■	■	Engineering	5,000,000	County
Implement G.I.S. Transportation Program	■	■	■	■	■	Engineering	375,000	County
Implement Traffic Calming Strategies	■	■	■	■	■	Engineering	300,000	County
Add sidewalks and landscape along Washington West Drive		■				Engineering	213,000	Fed., State, County
Construct multi-purpose trail from Harlem-Grovetown Rd. to Wrightsboro Rd along Euclaw Creek in Grovetown area		■				Engineering	800,000	Fed., State, County
Widen Baston Road between Washington Road and Fury's Ferry to 4 lanes with a center median	■	■	■	■	■	Engineering	7,200,000	County, Fed, State
COMMUNITY FACILITIES								
Create a capital improvements plan that is coordinated with the proposed development node plan and provide for continued maintenance.				■	■	Consultant	70,000	County
Evaluate public safety needs in the context of neighborhood centers, town centers, and commerce centers as growth spreads to these identified development areas.				■	■	Public Safety	Staff Time	Local
911 Voice and Data System for Law Enforcement		■	■	■		Public Safety	810,000	SPLOST Tier I & II
Complete the County Parks and Recreation Master Plan	■	■				Consultant	35,000	Local
Study ways to increase open space in the urbanized area, and ways to maintain neighborhood parks in urbanized areas		■				Parks & Recreation	Staff Time	Local
Improvements to the recreation area at the Evans Complex	■				■	Parks & Recreation	850,000	SPLOST Tier I & II
Upgrade existing parks—parking, equipment storage, restrooms, etc.	■	■	■	■	■	Parks & Recreation	1,000,000	SPLOST Tier I & II

Project	Year of Implementation					Responsibility	Estimated Cost	Funding Source
	2001	2002	2003	2004	2005			
Wildwood Park improvements—boatramps, floating docks, restrooms, etc.		■	■		■	Parks & Recreation	880,000	SPLOST Tier I & II
Amphitheatre	■					County	500,000	SPLOST Tier I
Evaluate opportunities for future development at Wildwood Park, focusing on a regional conference center/lodge					■	Parks & Recreation	Staff Time	Local
Acquisition of new park—app. 150 acres			■			Parks & Recreation	1,225,000	SPLOST Tier I
Improvements to new park—initial site improvements and facilities.				■	■	Parks & Recreation	1,000,000	SPLOST Tier I & II
Other Passive Projects from the Parks & Recreation Master Plan	■	■	■	■	■	Parks & Recreation	500,000	SPLOST Tier I & II
Study ways to increase access to Clarks Hill Lake and the Savannah River for year-round recreation use.				■		Parks & Recreation	Staff Time	Local
Develop conservation neighborhood guidelines as part of the UDO update.	■					Consultant	See “GMP”	County
Continue to implement the greenway system linking residential and commercial	■	■	■	■	■	County	Staff time	Local
Continue to identify new school sites and coordinate locational decisions with other county public facilities.	■	■	■	■	■	Board of Education, County	Staff time	State, County
Build a new main library headquarters at Evans Town Center	■	■	■			County	8,300,000	County
Assist in the development of extended care facilities to meet the needs of the County’s growing senior population			■			Private Developers	Staff Time	Private
Evans Complex site improvements—plaza, lighting, sidewalks, etc.	■	■				County	250,000	SPLOST Tier I
County office additions and improvements		■				County	1,500,000	SPLOST Tier I
Columbia Cares Facility, building, shell, site preparation		■				County	150,000	SPLOST Tier I
Animal Control Building Expansion –Pet interaction & familiarization		■				County	29,000	SPLOST Tier I

Project	Year of Implementation					Responsibility	Estimated Cost	Funding Source
	2001	2002	2003	2004	2005			
Demolition of Old White Road Building, including Asbestos abatement			■			County	180,000	SPLOST Tier I
Addition to Warehouse including shared space with Board of Education				■		County	200,000	SPLOST Tier I
County Morgue				■		County	125,000	SPLOST Tier I
Bessie Thomas Senior Center—covered patio				■		County	29,000	SPLOST Tier I
Continue to implement solid waste reduction plans	■	■	■	■	■	Private Haulers	Staff Time	County, Other
Evaluate options for expansion of Bake Place Road landfill	■	■				County	Staff Time	County
Build a new Courthouse Annex (72,000 SF) at Evans Town Center	■	■	■			County	17,000,000	County
Water & Sewer Capital Improvements Plan	■	■	■	■	■	CWSS	26,000,000	CWSA, user fees
LAND USE								
Develop the Greenbriar Town Center Plan	■	■				Consultant	30,000	County
Develop the Appling Town Center Plan		■	■			Consultant	30,000	County
Support the development of the Grovetown Center Plan				■	■	County, Grovetown	Staff Time	Grovetown
Support the development of the Harlem Town Center Plan				■	■	County, Harlem	Staff Time	Harlem
Promote better cooperation with nearby cities regarding re-zoning of properties adjacent to County Limits	■	■	■	■	■	County and adjacent municipalities	Staff time	Local